

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Heritage Hardware

New Mexico Manufacturing Extension Partnership

Getting the Order to the Shop Floor

Client Profile:

Heritage Hardware is a manufacturer of custom hardware for upscale homes and businesses. Hardware from Heritage can be found in the finest homes in the country. Heritage Hardware had an annual sales of \$2.5 million in 2003 and is anticipating an increase of 25 percent for 2004. The company is located in Santa Fe, New Mexico, and currently employs 20 people.

Situation:

Heritage Hardware was having difficulty getting orders from the customer to the manufacturing floor. The processing time to complete the paperwork, check inventories, create the shop order, and get the shop order to the manufacturing floor was in excess of three days. The paper process was difficult and confusing. Orders were processed in a batch. The same information was being copied from one piece of paper to another piece of paper several times in the process. Once orders were put on the floor and parts and raw materials were moving through the shop, the paperwork frequently slowed the process. Heritage Hardware contacted the New Mexico Manufacturing Extension Partnership (Mexico MEP), a NIST MEP network affiliate, for assistance.

Solution:

Members of the Heritage Hardware team, led by Marcus Medina and assisted by New Mexico MEP and the Heritage Hardware team, led by Marcus Medina, Heritage Hardware Production Manager, created an administrative Value Stream Map (VSM) to map the process from entering customer orders through the process to shipping and invoicing. The VSM allowed the team to identify redundant or superfluous steps in the process. The VSM also helped the team identify weaknesses in the methods used to process orders.

Results:

- * Implemented changes to processes.
- * Decreased processing time for work orders from 3 days to 1 day.
- * Purchased new software.
- * Invested \$40,000 in new equipment.

Testimonial:

"The process of doing the Value Stream map was organized and well laid out and allowed us to really understand our process. The outcome of the Value Stream Map gave us direction and tools to do process improvement in entering customer orders, creating the work orders, and getting the work orders to the production floor. We can use the same techniques to help improve other processes."

Marcus Medina, Production Manager

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